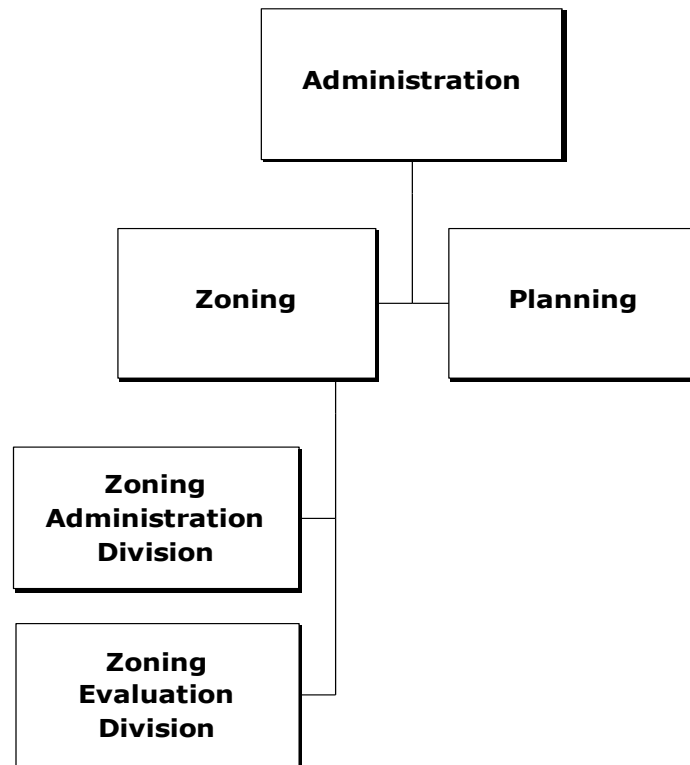


Department of Planning and Zoning



Mission

To promote livable communities which enhance the quality of life for the present and the future by providing services, advice and assistance on land use, zoning and development review to citizens, businesses, and decision-makers in Fairfax County.

Focus

The Department of Planning and Zoning (DPZ) is composed of three primary cost centers: Zoning Administration, Zoning Evaluation, and Planning, which are supported by Department Administration. The primary purpose of the department is to provide proposals, advice, and assistance on land use, development, and zoning issues to decision-makers in Fairfax County.

DPZ continues to support the Fairfax County Strategic Plan for Economic Success (ESSP) adopted by the Board of Supervisors in 2015. The department supports the plan's mission of "Building and Sustaining Community by Leveraging our Economic Development

The Department of Planning and Zoning supports the following County Vision Elements:



Maintaining Safe and Caring Communities



Creating a Culture of Engagement



Connecting People and Places



Practicing Environmental Stewardship



Maintaining Healthy Economies



Building Livable Spaces



Exercising Corporate Stewardship

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Opportunities," by supporting the County's economic development and revitalization goals, improving development process timelines, and addressing rising workload requirements to ensure that the capacity exists to meet customer expectations and to respond to development opportunities.

DPZ is undertaking several initiatives designed to improve service delivery in support of the ESSP. These service delivery improvements were identified through Fairfax First, a multiagency initiative that includes each of the County's land development agencies working to improve the speed, consistency, and predictability of the land development process as well as providing improved access to data and reporting. In support of the ESSP and Fairfax First, DPZ is focused on implementing projects that will support economic development and revitalization opportunities and enhance service delivery, as described below:

- ◆ The County recognizes the importance of reducing reliance on the automobile through the creation of transit accessible mixed use centers. The department has allocated significant resources toward planning and zoning activities to ensure that the County continues to manage growth in a way that is attractive and effective, respects the environment and the integrity of existing development, and provides for the future needs of the community. Recent examples of mixed use planning projects include the Embark Richmond Highway Plan, which was approved March 20, 2018, and the Lincolnia Community Business Center and Community Revitalization Area, which was approved on March 6, 2018.

Embark Richmond promotes a balanced mix of uses in support of a future Metrorail extension and establishing the County's first Bus Rapid Transit system. The Lincolnia Community Business Center and Community Revitalization Area was established as the second phase of an ongoing effort to make substantive changes to the Comprehensive plan guidance for the Lincolnia Planning District, the area surrounding the intersection of Little River Turnpike and Beauregard Street. Changes under review include the establishment of a pedestrian-oriented community destination, measures to address traffic congestion and operations, enhanced public transit and protections for existing residential neighborhood.

- ◆ The first phase of a new Comprehensive Plan policy to streamline the renewal of underused and vacant office buildings for other uses, including emerging uses such as "maker spaces", has been adopted. This phase supports repurposing office buildings in activity centers. This effort was expanded and work is underway to include Plan guidance for the repurposing of non-office buildings to ensure flexibility exists to consider the substitution of other compatible land uses in existing retail/commercial structures.
- ◆ In partnership with the Office of Community Revitalization, a multi-year effort to modernize the Zoning Ordinance has begun. This project, known as zMOD, is an integral part of the effort to update the County's codes and ordinances as part of Fairfax First and is intended to add transparency and accessibility to the land use process by digitizing and articulating regulations in plain language; streamline review times for common applications; address recurring policy issues; and support strategic initiatives and trends like mixed use development. The initial phase of zMOD includes three major components: re-formatting/restructuring the Zoning Ordinance; processing amendments of countywide priority; and implementing improvements to the amendment process and other zoning-related activities. The zMOD project will be integrated with, but will not replace, the Zoning Ordinance Amendment Work Program of amendments prioritized by the Board on an annual basis.

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- ◆ Community engagement on land use issues is a priority and new strategies are required to ensure that the quality of life and the economic needs of the County's growing diverse population are considered and that all residents have an opportunity to participate in planning and zoning activities. Several mechanisms exist or are being developed to encourage additional and more diverse public participation in response to the recommendations of Chairman Bulova's Community Council on Land Use Engagement.

Community meetings, including charrettes, are held in areas of the County subject to land use proposals; new webpages are created for all Comprehensive Plan and Zoning Ordinance amendments; and, as Comprehensive Plan amendments and Zoning Ordinance amendments move through the review, authorization, and adoption processes, information is posted on Facebook and Nextdoor, and shared through Listserv announcements. In addition, DPZ has offered opportunities for community members to engage in some planning studies and public meetings remotely by streaming meetings live on social media. Several meetings for a visioning process for the McLean Community Business Center Study were recorded by Channel 16 and then posted online to the project website to allow residents to view the material at any time.

New initiatives include preparing Zoning Ordinance amendments in a plain language format and, in certain instances, having the Board authorize Zoning Ordinance amendments prior to the development of the staff report and authorization of public hearings. The Zoning Administration Division (ZAD) is also engaging more frequently with stakeholders on proposed amendments and has held numerous open house events for amendments currently in development. Future work includes increased use of social media and exploring more robust avenues of education to include developing on-line tutorials on planning and development to provide convenient learning opportunities for community residents.

Community engagement initiatives in the Zoning Evaluation Division (ZED) include a project to upload initial zoning application submission materials (including plans and statements of justification) for some zoning cases to the LDS Net system. This gives citizens and others much more information about the proposal without having to come in and review the file. Staff is also in the process of developing a listserv for ZED that will automatically send out a weekly report on cases that have been accepted for review via email.

- ◆ The Planning Land Use Systems (PLUS) modernization initiative and associated projects seek to implement the best-fit IT solution to meet the overall objectives for business functionality, customer service, and technology needs of County departments involved in the regulatory, land use and development processes, and modernize the County's land-use business, leveraging current technology. By staying current with advancements in software and communication tools, the agency can perform analysis and provide responses tailored to the needs of residents and employers. The agency has laid the foundation for digital application processing and plan review through the pilot for ePlans, an online land development application filing and review system. The expertise gained from this pilot is being used to facilitate implementation of the integrated digital plan review solution for the larger multiagency PLUS land-use system.
- ◆ The digitization of current and historic residential and commercial property files is another significant long-term project that will streamline and enhance service delivery. Converting paper files to digital files will make zoning and other property information used daily by staff, residents and the development industry for permit review and property research, far more accessible and convenient

Department of Planning and Zoning

for use. It is intended that this information will be integrated into the (PLUS) system for easier and quicker processing of land-use products.

The following challenges will be addressed by the department:

- ◆ As approved by the Board of Supervisors on November 20, 2018, the Office of Community Revitalization, currently in Agency 02, Office of the County Executive, and Agency 35, Department of Planning and Zoning, will be merged into a new agency. Work is currently underway on the details of the merger and recommendations are expected at a future quarterly review.
- ◆ The department does not have dedicated staff resources or an effective information technology tool or methodology to qualitatively measure the performance of processes within various business units. Instead, manual data aggregation and the use of disparate spreadsheets continues to be used to track process milestones. The process improvement initiative of Fairfax First has succeeded in creating process maps for some department processes with continued progress expected in 2019. A significant challenge has been developing reliable qualitative performance measures to establish benchmarks and targets to assist department staff in identifying areas for process improvement that will better serve our customers.
- ◆ The department will continue to meet staffing challenges presented by loss of experienced managers, planners, and other staff due to retirement. The department has increased its emphasis on staff training and development and fully supports the Joint Training Academy, the Fairfax First training initiative which provides staff with a comprehensive baseline overview of the land development process in Fairfax County.

Budget and Staff Resources

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$10,679,055	\$10,953,108	\$11,128,601	\$11,423,954
Operating Expenses	1,232,716	665,186	2,503,814	665,186
Capital Equipment	0	0	6,589	0
Total Expenditures	\$11,911,771	\$11,618,294	\$13,639,004	\$12,089,140
Income:				
Zoning/Miscellaneous Fees	\$3,050,808	\$3,265,694	\$3,158,208	\$3,158,208
Copy Machine Revenue	5,906	8,582	5,906	5,906
Total Income	\$3,056,714	\$3,274,276	\$3,164,114	\$3,164,114
NET COST TO THE COUNTY	\$8,855,057	\$8,344,018	\$10,474,890	\$8,925,026
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	137 / 137	137 / 137	138 / 138	138 / 138

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FY 2020 Funding Adjustments

The following funding adjustments from the FY 2019 Adopted Budget Plan are necessary to support the FY 2020 program.

- ◆ **Employee Compensation** **\$295,353**
An increase of \$295,353 in Personnel Services includes \$111,286 for a 1.0 percent market rate adjustment (MRA) for all employees and \$184,067 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2019.

- ◆ **Redirection of a Position to DPZ** **\$175,493**
As previously approved by the Board of Supervisors as part of the *FY 2018 Carryover Review*, an increase of \$175,493 is included to support the Deputy Director position which will provide continuity of leadership and direction for the department on important initiatives including the Economic Success Strategic Plan, Fairfax Forward, Fairfax First, zMOD, and the development of PLUS.

Changes to FY 2019 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the *FY 2019 Revised Budget Plan* since passage of the FY 2019 Adopted Budget Plan. Included are all adjustments made as part of the *FY 2018 Carryover Review*, and all other approved changes through December 31, 2018.

- ◆ **Carryover Adjustments** **\$1,845,217**
As part of the *FY 2018 Carryover Review*, the Board of Supervisors approved funding of \$1,845,217 encumbered for Operating Expenses, mainly to support the modernization of the zoning ordinance.

- ◆ **Redirection of a Position to DPZ** **\$175,493**
Funding of \$175,493 is provided to support the redirection of 1/1.0 FTE position approved by the County Executive to establish a Deputy Director for the department and to provide continuity of leadership and direction for the department on important initiatives including the Economic Success Strategic Plan, Fairfax Forward, Fairfax First, zMOD, and the development of PLUS.

Cost Centers

The four cost centers in the Department of Planning and Zoning are Administration, Zoning Administration, Zoning Evaluation, and Planning. These distinct cost centers work to fulfill the mission and carry out the key initiatives of the department.

Department of Planning and Zoning

Administration

Administration is primarily responsible for human resources, payroll, procurement, financial management and information technology for the agency. The information technology branch provides technical support for a number of business computer systems. These systems include the Fairfax Inspections Database Online system (FIDO), the Land Development System, the Zoning and Planning System (ZAPS), Geographic Information Systems (GIS) and web development. In addition, the information technology branch provides the alignment of computing resources to Department's business needs.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
EXPENDITURES				
Total Expenditures	\$2,012,249	\$1,688,414	\$2,052,126	\$1,903,521
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	13 / 13	13 / 13	19 / 19	19 / 19
1 Director of Planning and Zoning		1 Geographic Information Spatial Analyst III		
1 Deputy Director, Planning and Zoning		1 Geographic Information Spatial Analyst II		
1 Management Analyst IV		2 Geographic Information Spatial Analysts I		
2 Planners V		1 Data Analyst II		
1 Business Analyst IV		1 Network/Telecom. Analyst II		
2 Business Analysts III		1 Financial Specialist II		
1 Business Analyst II		1 Financial Specialist I		
1 Internet/Intranet Architect II		1 Administrative Associate		
TOTAL POSITIONS				
19 Positions / 19.0 FTE				

Zoning Administration

Zoning Administration maintains and administers the Fairfax County Zoning and Noise Ordinances including the following activities: analysis and drafting of requested amendments; providing interpretations; responding to appeals of determinations; processing permit applications such as Building Permits, Non-Residential Use Permits, Sign Permits, Home Occupation and Temporary Special Permits. In addition, the Zoning Administration Cost Center is responsible for conducting property related research and field inspections to carry out zoning inspection functions that were not transferred to the Department of Code Compliance (DCC) and to ensure compliance with the Zoning and Noise Ordinances.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
EXPENDITURES				
Total Expenditures	\$3,340,332	\$3,022,201	\$4,495,765	\$3,100,868
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	40 / 40	40 / 40	39 / 39	39 / 39

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1 Zoning Administrator 1 Assistant Zoning Administrator 5 Planners V 2 Planners IV 7 Planners III 5 Planners II 3 Planners I	1 Code Specialist II 1 Property Maintenance/Zoning Enforcement Inspector 2 Planning Technicians III 6 Planning Technicians II 2 Planning Technicians I 3 Administrative Assistants III
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TOTAL POSITIONS
39 Positions / 39.0 FTE

Zoning Evaluation

Zoning Evaluation is charged with evaluating and processing all zoning applications – from pre-application and submission, through public hearings and decisions, to subsequent interpretations of approved proffers and development conditions. As part of that process, Zoning Evaluation analyzes applications for conformance with the Comprehensive Plan and compliance with the Zoning Ordinance; formulates recommendations to the Board of Supervisors, the Planning Commission, and the Board of Zoning Appeals (BZA); negotiates proffers and development conditions; and completes all public hearing legal notice requirements. In addition, Zoning Evaluation maintains the Zoning and Planning System (ZAPS) component of the Land Development System (LDS); provides litigation support to the County Attorney; and supports citizen participation in the zoning process by attending community meetings to address both specific zoning applications and the land use process in general, often at the request of elected and appointed officials.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
EXPENDITURES				
Total Expenditures	\$3,408,494	\$3,663,247	\$3,750,081	\$3,755,606

AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	43 / 43	43 / 43	42 / 42	42 / 42

1 Assistant Planning Director 5 Planners V 2 Planners IV 11 Planners III 9 Planners II 2 Planners I	1 Planning Technician II 3 Planning Technicians I 1 Administrative Assistant V 2 Administrative Assistants IV 3 Administrative Assistants III 2 Administrative Associates
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TOTAL POSITIONS
42 Positions / 42.0 FTE

Department of Planning and Zoning

Planning

Planning is responsible the County's Comprehensive Land Use Plan (Comp Plan). Its duties include maintaining the Comp Plan; processing suggested and required amendments to the Plan; evaluating land use and development proposals for conformity with the Comp Plan; measuring environmental impacts and public facility needs associated with development applications; preparing planning and policy studies related to land development, land use, environmental and public facility issues; offering recommendations on managing future growth and redevelopment; and assisting in the development of the County's Capital Improvement Program.

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
EXPENDITURES				
Total Expenditures	\$3,150,696	\$3,244,432	\$3,341,032	\$3,329,145
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	41 / 41	41 / 41	38 / 38	38 / 38
1 Assistant Planning Director		14 Planners II		
1 Project Coordinator		1 Planner I		
4 Planners V		1 Planning Technician II		
2 Planners IV		2 Administrative Assistants III		
12 Planners III				
TOTAL POSITIONS				
38 Positions / 38.0 FTE				

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate/Actual	FY 2019	FY 2020
Zoning Administration (ZAD)					
Percent of inspections completed within 15 calendar days of request	81%	92%	80% / 84%	80%	80%
Percent of Zoning Ordinance Amendments processed within established timeframe	36%	51%	50% / 51%	50%	50%
Percent of zoning compliance letters processed within 30 calendar days	79%	69%	95% / 73%	80%	95%
Zoning Evaluation (ZED)					
Percent of written responses (development condition/proffer interpretations) within 30 working days	38%	39%	30% / 35%	30%	30%
Percent of Re-Zoning applications scheduled within 9 months ¹	NA	82%	80% / 97%	80%	80%
Percent of Special Exception applications scheduled within 8 months ²	NA	100%	75% / 85%	75%	75%
Percent of zoning applications received for submission compliance reviewed within 10 working days	67%	95%	60% / 97%	80%	80%
Percent of Commercial Revitalization District applications reviewed within 10 days	100%	100%	75% / 100%	75%	75%

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Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate/Actual	FY 2019	FY 2020
Planning					
Percent of 2232 Review cases reviewed within 90 days	81%	83%	85% / 86%	85%	85%
Percent of 2232 Review cases reviewed within 150 days	100%	100%	100% / 100%	100%	100%
Percent of 6409 Review cases reviewed within 60 days ³	NA	NA	90% / 100%	90%	90%

¹ This indicator was previously reported for a 6 month interval. FY 2016 Actual: 89%.

² This indicator was previously reported for a 5 month interval. FY 2016 Actual: 90%.

³ Percent of 6409 Review cases reviewed in 60 days is a new measure for FY 2018.

A complete list of performance measures can be viewed at
<https://www.fairfaxcounty.gov/budget/fy-2020-advertised-performance-measures-pm>

Performance Measurement Results

During FY 2018, approximately 73 percent of compliance letters were completed within 30 days, despite a 10 percent increase in the volume of letters. This is a better response rate than the 69 percent achieved in FY 2017, but short of the goal of 95 percent. Although the percent of amendments processed remained at 51 percent in FY 2018, the volume increased more than 30 percent from 18 to 24. There was a major emphasis on processing several significant amendments in FY 2018 and the zMOD project redirected staff resources from processing compliance letters.

During FY 2018, approximately 97 percent of zoning applications were reviewed for submission compliance within 10 working days, consistent with the review rate in FY 2017. Based on recent review rates, the target for this measure will be increased to 80 percent for FY 2019. For applications within Commercial Revitalization areas, 100 percent were reviewed within 10 working days in FY 2018, consistent with FY 2017 and FY 2016 review rates.

During FY 2018, approximately 35 percent of written responses to interpretation inquiries (interpretation of proffers and development conditions) were issued within 30 working days, meeting the target. The volume of inquiries DPZ addressed in FY 2018 was similar to the high volume received in FY 2017. The creation of two new planner positions focused on site plan compliance questions from the Department of Land Development Services (LDS) has resulted in approvals being handled more quickly and more consistently, eliminated the need for formal interpretations in some instances, and has helped to identify issues early in the process, saving applicants time.

In FY 2018, there were three types of telecommunication permits reviewed by the Public Facilities branch of the Planning Division: 2232, 6409 Spectrum Act, and 2316 Small Cell. In FY 2018, 86 percent of 2232 cases were reviewed within 90 days and 100 percent were reviewed within 150 days. 100 percent of 6409 Spectrum Act cases were reviewed within 60 days. Implementation of the new state level 2316 Small Cell permit began in FY 2018 and although goals were not previously set for this review, 100 percent of 2316 Small Cell cases were reviewed within 60 days of complete applications received. On July 1, 2018, new wireless state legislation took effect and defined a new permit known as Administrative Review-Eligible Project (AREP). It is expected this new permit will further reduce 2232 telecommunications applications received. Beginning in FY 2019, DPZ will be tracking AREP reviews with a goal of completing reviews within 60 days.